# SVS Experience

Response to section 1.2

Describe your prior experience providing a similar solution to the proposed SVS and include how long you have offered this type of solution. Explain why the system is proposed as a solution for Georgia.

ES&S has extensive experience managing complex implementations across the country. ES&S places a high value on its knowledge of voting system installations and support. Statewide implementations include **Alabama, Delaware, Maine, Montana, Nebraska, North Carolina and Rhode Island**. Additionally, we've been honored to support Georgia's statewide account for the last 10 years.

Moreover, ES&S has significant experience with statewide implementations of the same equipment proposed for Georgia. These statewide implementations include **Arkansas, Maryland, North Dakota, Utah, South Dakota and West Virginia**—most recently, we were awarded **South Carolina**.

Statewide accounts
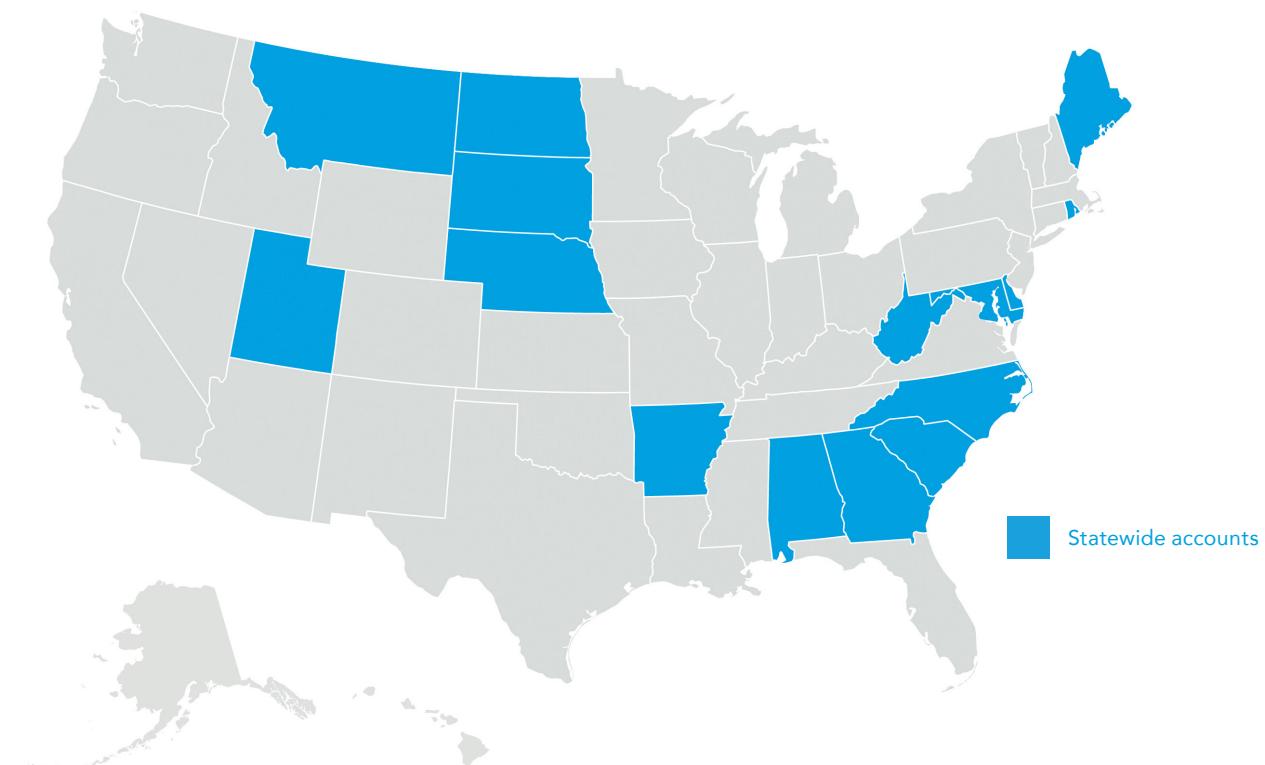
The proposed SVS has been offered since **2015**	The proposed SVS is in use in approximately **1,000** jurisdictions across the country.	Over **67,000** ExpressVote units deployed in the US.	Over **31,500** DS200 units deployed in the US.

WE ARE PROPOSING THE SYSTEM AS A SOLUTION FOR GEORGIA FOR 3 PRIMARY REASONS:

1

Verifiable and Auditable Paper Record.

The vote summary card produced by the ExpressVote provides voters the opportunity to review their selections to ensure accuracy before casting a ballot. That same vote summary card also serves as an auditable record of every vote cast in an election. Every ballot audited by the voter before being cast can also be audited by election officials post-election to ensure secure and accurate elections.

2

Ease of use and setup.

The intuitive design of the ExpressVote and DS200 offers easy-to-follow instructions for election officials, poll workers, and voters. The ExpressVote can be opened and closed on Election Day in four easy steps. The DS200 tabulator's lid-up, power-on approach allows poll workers to open polls easily. The closing process is as simple as touching a button and locking the lid closed. Our purpose-built system was developed with Georgia election officials and poll workers in mind—no printers, toner, or network cords are required to open the polls on election morning. At the close of polls, the removable tote bin eliminates the need to remove or otherwise handle the marked ballots while also providing poll workers an easy way to securely transport ballots back the elections office.

3

Proven Success.

We are proposing this solution to the state because of its proven success in the field and its compatibility with the laws and regulations that govern Georgia's elections today. The DS200, coupled with ExpressVote, has successfully transitioned traditional DRE states like Arkansas, West Virginia, Maryland, Delaware, and others to a system that provides for an increasingly important voter-verifiable paper audit trail. We can do the same for the great state of Georgia!

Software/Firmware Validation Tools

Response to sections 2.2, 3.2, 4.3 and 5.2

Describe any software/firmware validation tools built into the device for use in installation, pre-election, and post-election testing to verify that software/firmware has not been modified.

Ease of Use

Ease of Use for Local Election Officials and Voters: Provide and demonstrate customer experiences via referrals and specific case studies or white papers including access, special features, and any other customer feedback.

The ExpressVote and DS200 voting solution was designed with ease of use in mind. The positive feedback we've received is rewarding confirmation of our success in developing a system that's easy to use for voters and election officials alike.

In addition to the customer quotes below, we've included in our response referrals, letters of recommendation, case studies, and scoring evaluations from awards including the most recent from State of South Carolina.

Way, way easy. The poll workers love the easy set up -- remove the locks, verify the label and lift the lid. They can focus on making sure the polling place organized, rather than rushing to get equipment set up. It's a huge time savings. Polling place set up is not a big deal any more - so simple."

–Ryan Cowley, Weber County (UT) Elections Director

So much less to worry about and less upkeep. We no longer have to deal with all of the different consumables. You plug them in, flip a switch, lift a screen, and both are powered up within five minutes. Plus, with ExpressVote and DS200, everything is a lot simpler for us on the backend."

–Susan Thomas, Harrison County (WV) Clerk

The Michigan Bureau of Elections held a mock election which allowed testers and poll workers to experience each of the machines and tabulate votes for both disabled and non-disabled voters. Of the three systems tested, the ExpressVote is the only one I am comfortable recommending. Set-up was achieved independently by the voter, prompts were spoken efficiently, and a ballot could be completed using the fewest number of key presses."

–J.J. Meddaugh. (May 20, 2016). A Mock Election: We Tested 3 Modern Voting Machines for Accessibility. Blindbargains.com

It was important to us to have both the touch-screen mechanics as well as having an auditable paper trail that voters will be able to check and physically see and be comfortable with submitting. ES&S' voting system offered both the security and reliability that Elkhart County voters have come to expect."

–Christopher Anderson, Elkhart County (IN) Clerk

I just had the most WONDERFUL experience. I am totally blind, and I voted myself! I was in tears by the time I left the polling station – for the first time in years I VOTED without assistance. THANK YOU! Because of you I have the capability of exercising my rights as a US Citizen ... Because of you, I can vote right along my sighted peers without feeling 'frowned' upon. I am now an equal."

–Jeanette, voter from VA, Nov. 2016

ADDITIONAL ES&S POSITIVE STATEMENTS

"I have hands-on experience with the new voting equipment and feel that the new equipment will enhance the voting experience for our voters. The ballot marking device uses a touchscreen which is similar to our current system. The main difference is the BMD prints the ballot with the selections for the voter so they can review their choices before scanning their paper ballot."

– Connie Moody, Greenwood County Director of Voter Registration and Elections, South Carolina
   Index-Journal, State preparing for switch to paper ballot voting
   6/13/19

"This is an exciting day for the future of elections in South Carolina. This system will not only provide voters with a dependable system for years to come, but it will also greatly enhance the security and resilience of our election process. We will now be able to audit paper ballots to verify results. This is a significant measure that will go a long way in providing voters and election officials the assurance that every vote is counted just as the voter intended."

– Marci Andino, Executive Director of the South Carolina State Election Commission
   South Carolina State Election Commission, South Carolina Announces New Paper-based Voting System
   6/10/19

"Our job was to find the best system out there for the voters of South Carolina. We were looking for a system that is secure, accurate, accessible, auditable, transparent, reliable and easy for poll managers and voters to use. Over the course of our six-week review, we read the proposals, participated in the demonstrations, and heard from industry experts. In the end, one clearly stood out above the rest."

– John Wells, Chairman of the South Carolina State Election Commission
   South Carolina State Election Commission, South Carolina Announces New Paper-based Voting System
   6/10/19

"The transparency, the accountability and the security of that, I think, is the most exciting part of it."

– Chris Whitmire, Spokesperson for the South Carolina State Election Commission
   WIS-TV, South Carolina upgrades to new paper-based voting system
   6/10/19

"I absolutely love it. It's easy to use and very responsive. I also think it's very inclusive. I've been voting since I was 18 and using a wheelchair for the past eight years. All of the little things that they have taken into consideration with this machine are going to make people with disabilities want to come out and vote."

– Dustin Jones, Voter with ties to Center for Independence of the Disabled, New York
   ES&S blog, Individuals with Disabilities Explore Universal Voting Technology to Improve Accessibility
   5/29/19

"The new system worked as expected. Everything was tallied correctly, and the write-in process is simpler with ability to actually view the image. I think things went really well."

– Ed Allison, Lawrence County Director of Elections, Pennsylvania
   New Castle News, Write-in counts to be announced next week
   5/24/19

"It went exceptionally well. Even with new equipment, the staff was excellent and the election boards were really motivated and excited about it. It's going very well. We're all very happy and excited."

– Joyce McKinley, Centre County Director of Elections and Voter Registration, Pennsylvania
   The Express, Centre County's new voting machines get good grades
   5/23/19

"It's going to really set us up well for future elections."

– Michael Pipe, Centre County Chairman of the Board of Commissioners, Pennsylvania
    WITF, Centre County primary election goes smoothly with new voting machines
    5/23/19

"I'll tell you, I was just overwhelmed at the response from the voters and the poll workers. I knew they would like it; I just didn't think they would like it that much that fast."

– Elaine Manlove, Delaware Elections Commissioner
    Delaware Public Media, First State's new voting machines pass first test
    5/18/2019

"The first election with the new machines ran 'as smooth as silk.'"

– Chris Anderson, Elkhart County Clerk of the Circuit Court, Indiana
    Elkhart Truth, 2019 municipal primary: By the numbers
    5/9/19

"These machines are awesome."

– Monica Moseley, Elections Inspector at Portage High School, Porter County, Indiana
    NWI Times, Turnout at Region polls slow; Porter County voting running smooth after a few morning snags
    5/7/19

"After evaluating functionality, security, cost and ease of use, we concluded the Election Systems & Software (ES&S) equipment is the best choice for ensuring election integrity and enabling secure, accessible, and accurate methods for casting and counting votes. We look forward to introducing Davidson County voters to a new paper ballot process in August, and anticipate a smooth transition to the advanced system."

– Jeff Roberts, Davidson County Administrator of Elections, Tennessee
    Nashville.gov, New Voting Machines for Davidson County
    3/28/19

"We were very excited about our Board's decision to go with the DS200 and the DS850. Both machines tested favorably with our officials and voters. We have also had a proven success record of support from ES&S since 2006. We look forward to providing the same level of service and confidence in the elections process to our voters in Wake County."

– Gary Sims, Director of the Wake County Board of Elections, North Carolina
    ES&S blog, Wake County Voters to Cast Ballots on New, ES&S Secure Voting Machines
    3/21/19

"As Clerk, I want to make sure that voting is simple, easy and convenient. The ExpressVote voting machine allows us to achieve that desire while still providing a paper ballot for our voters."

– Myla Eldridge, Marion County Clerk, Indiana
    ES&S blog, ES&S Voting Systems Chosen in Four Indiana Counties
    2/18/19

"The ballots marked on the ExpressVote require less storage due to their size, and the left over blank cardstock can be reused in other elections. We can do satellite voting now, and don't have to carry all of those preprinted ballots with us. Canvass and hand count went very smoothly; that ballot was easy to read and easy to determine the voter's intent. NO OVERVOTES."

– Vera McCormick, Kanawha County (WV) Clerk

"I am thrilled Travis County will be able to provide voters with what they have been asking for - the convenience and accessibility of an electronic voting system coupled with the security of a paper trail."

– Dana DeBeauvoir, Travis County (TX) Clerk

"Voter confidence is incredibly important, and it's my job to ensure that the elections system offered to our citizens is of the very best quality. We are always looking for ways to improve our services to the residents of Jefferson County, and that's why we selected the ExpressVote Universal Voting System and DS200 precinct-based scanner. With this modern, secure and reliable system, voters can be assured that our election process meets the very highest of standards."

– Bobbie Holsclaw, Jefferson County (KY) Clerk

"Through a careful and thorough procurement process, the state of Utah has chosen ES&S to lead Utah into the next generation of voting equipment. ES&S offers a wide range of voting equipment options, and I'm confident their secure and innovative election solutions will fit the needs of each county."

– Spencer J. Cox, Utah Lieutenant Governor

"We had a wonderful experience with the ES&S team and our new equipment. From training to implementation and throughout Election Day, everything went off without a hitch."

– Cindy Luczak, Bay County Clerk and Michigan Association of County Clerks President

"I have to say that I could not be more pleased with how this (ES&S) system performed and counted the ballots. Being able to compare not only how the system originally counted a ballot, but also how the ballot was adjudicated, back to the digital image of the ballot itself is truly amazing. For the first time in my career, I feel like we have a transparent and auditable system."

– Ryan Cowley, Weber County (UT) Elections Director

"I'm going to brag about ES&S for a little bit. One of the things I think you guys always nail is customer support. With our previous vendors there was literally no support — things like trying to get parts and supplies, we just didn't get anything. The level of support we get from ES&S is a cultural thing — it's all about making sure you get the customer what they need. There is a much higher customer-service philosophy at ES&S."

– Ryan Cowley, Weber County (UT) Elections Director

"Our experience from the beginning up to this point with ES&S has been phenomenal. Starting out, just getting to know the ES&S system went really well, and we were so impressed with the information ES&S could provide, coupled with the general feel of professionalism of the ES&S team. Bringing in the new equipment, the training, the people who came in and set us up and answered any questions we had, was great."

– Brian McKenzie, Davis County (UT) Elections Manager

"In a 2016 test by 100 blind voters, the National Federation of the Blind in Michigan determined that most testers preferred the ES&S equipment — quadriplegia voters and those with brain injuries, gave the ES&S devices 'high marks.'"

– Blind Michigan voters may struggle with new voting machines. APNews.com (August 6, 2018)

PHASE TWO SCORING COMPILATION

Election Systems & Software (BMD for All Voters)	483 points
Hart InterCivic, Inc. (Hybrid Voting Solution)	448.85 points
Dominion Voting (Statewide BMD for Table Top with Privacy Panels)	361.10 points
Dominion Voting (Statewide BMD with Standard Voting Booth)	352.05 points
Hart InterCivic, Inc. (Paper Voting Solution)	315 points
Election Systems & Software (Hand Marked Optical Scan)	297.20 points
Dominion Voting (Statewide Optical Scan with ADA Compliant BMD)	262.35 points

GRAND TOTAL PHASE ONE AND TWO SCORING COMPILATION

	PHASE ONE	+	PHASE TWO	=	GRAND TOTAL
Election Systems & Software (BMD)	440	+	483	=	923 points
Hart InterCivic, Inc. (Hybrid Voting Solution)	308	+	448.85	=	756.85 points
Dominion Voting (Statewide BMD/Standard Voting Booth)	308	+	352.05	=	660.05 points
Dominion Voting (Statewide BMD/Table Top w/ Privacy Panels)	279	+	361.10	=	640.10 points
Election Systems & Software (Hand Marked Optical Scan)	283	+	297.20	=	580.20 points
Hart InterCivic, Inc. (Paper Voting Solution)	237	+	315	=	552 points
Dominion Voting (Statewide Optical Scan-ADA Compliant BMD)	256	+	262.35	=	518.35 points

Authentic Insights from Customers

At ES&S, we take customer relationships seriously. In fact, customer satisfaction is one of our key operational objectives. This companywide, customer-centric motivation places customers at the heart of every decision we make.

One of the many ways we stay focused on maintaining voter confidence and enhancing the voting experience is by continually evolving to meet the needs of our customers — this includes surveying our customers twice a year, after primaries and after the general election.

"Measuring customer satisfaction allows us to improve upon existing strengths, and most importantly, gain insights that can result in beneficial changes and continuous improvement," ES&S Senior Vice President of Operations, Jim Schmidt said.

The feedback we receive provides a clear understanding of the customer experience. All of which leads to taking accountability and actionable steps toward improvement.

Customer Satisfaction Survey Results

Survey results out of five.

2015 General Composite	4.31
2016 Mid-Year Composite	4.38
2016 General Composite	4.46
2017 Mid-Year Composite	4.50
2017 General Composite	4.58
2018 Mid-Year Composite	4.49
2018 General Composite	4.53

FUNDAMENTALS OF ACCOUNTABILITY

ES&S' fundamentals of accountability include the well-known principles, "SEE IT, OWN IT, SOLVE IT, DO IT" plus our very own addition, "INSPECT IT." These ground rules empower us to own a situation, resolve it to the best of our abilities and measure progress. This is evidenced by the effective accountability connections across our company, including:

- Transparency

- Trust

- Feedback that moves easily in all directions across the company

- Teams and individuals improving the customer experience using creativity & critical thinking

SEE IT

Getting customer feedback helps us acknowledge reality — seeing things as they really are, allows us to address what we can do to overcome challenges and obstacles.

OWN IT

Taking personal accountability for challenges empowers us to take that same level of accountability for addressing those challenges — by owning these challenges, we automatically gain the commitment to overcome and change things for the better.

SOLVE IT

Tackling real challenges and removing true obstacles quickly puts us on the right track — continually asking the question, "What else can we do?" puts us in the driver's seat on the road to results.

DO IT

Taking personal accountability means we follow through with plans, implement strategies and execute ideas — overcoming the obstacles and achieving the results we want comes when we passionately, proactively and persistently Do It!
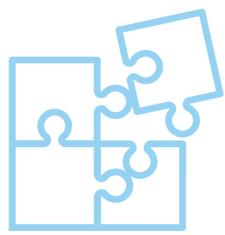
INSPECT IT

Ultimately it all boils down to: did we or did we not see it, own it, solve it and do it? Obviously, getting the right results depends on planning and execution, but it also matters how we measure success … and that we even measure it at all!

It has been said that a business can be defined by what it measures…

" What a business measures shapes employee thinking, communicates company values and channels organizational learning. "

June 14, 2019

To whom it may concern,

I am writing to you to share our positive experience in implementing Election Systems & Software (ES&S) voting systems for statewide elections in Delaware.

Delaware selected ES&S to roll out a completely new system for statewide elections in April 2019, and this was a huge project. We changed out every single part of Delaware's elections process, and we fast-tracked it. Implementation went amazingly well.

Our training was great. ES&S staff trained our trainers and our team, and were very thorough. Our poll workers are just like everyone's poll workers – they're not all that young – and they were very happy. In fact, the poll workers think the setup of the new ES&S system is easier.

On Election Day, I went from one end of the state to the other, visiting polling places along the way. I talked to voters and poll workers. They loved the new system. They loved the pollbooks. I did not receive a bad comment the entire day. To be honest, I have not received a bad comment yet. It was a wonderful day and has been a wonderful experience.

I do not have one bad thing to say about our experience with ES&S. The experience has been wonderful. ES&S has been very supportive, from day one. Every time we have a question, everyone is so responsive, someone always gets right back to us.

If you have any questions about ES&S or our experience with the company, I would be happy to share. Please feel free to contact me at any time.

Sincerely,

Elaine Manlove
Delaware Elections Commissioner

https://ivote.de.gov

State Election Commissioner	**New Castle County Office**	**Kent County Office**	**Sussex County Office**
905 S Governors Ave Ste 170	Carvel State Office Bldg	100 Enterprise Pl Ste 5	119 N Race St
Dover DE 19904	820 N French St STE 400	Dover DE 19904	PO Box 457
Phone: (302) 739-4277	Wilmington DE 19801	Phone: (302) 739-4498	Georgetown DE 19947
	Phone: (302) 577-3464		Phone: (302) 856-5367

STGP001 v1.2 4/11/2016

Matthew Dunlap
Secretary of State

Julie L. Flynn
Deputy Secretary of State

July 1, 2016

Dear Election Official Colleague:

I am happy to provide this letter of reference in support of Election Systems & Software (ES&S). ES&S and its predecessor BRC have supported elections at the municipal level in Maine since the mid 1980's. In 2012, the Secretary of State conducted a competitive bid process and selected ES&S to be its sole-source vendor for a uniform system of tabulation (i.e., the DS200 digital scan tabulator) deployed in 280 municipalities across the state between 2012 and 2013. These municipalities serve over 90% of Maine's voters.

In early 2016, the Secretary of State completed another competitive bid process and selected ES&S to be its sole-source vendor for a uniform system of accessible voting in all 500 municipalities (i.e. the Express Vote™ Universal Voting System). The ExpressVote™ units were successfully deployed and used for the June 14, 2016 State Primary Election, providing a significant improvement in accessible voting from the prior telephone voting system. Due to some unforeseen delays in the bid process, we had a compressed deployment schedule before the primary, and staff from ES&S went above and beyond to make sure we received timely support for all phases of the rollout.

ES&S has been a great partner for the State of Maine, providing hardware and software support to the Elections Division and user municipalities, biennial on-site preventative maintenance (in 280 municipalities) for the DS200 units, ballot layout, printing and coding support for both the State and the municipalities, election day support – both in person and via telephone help desk, and implementation support. We have interacted with staff from many departments at ES&S, and at many levels of the organization, and are always satisfied with the outcome. Their commitment to ensuring we have a successful election is apparent.

We are especially pleased with the upgrade to the EVS 5.2.1.0. The DS200 user interface provides intuitive screen prompts and instructions for both voters and election officials. The ExpressVote™ is very simple for voters and election officials to use and the marked ballot can be tabulated by the DS200, which was not something we could do with the prior accessible ballot. Although turnout was light for the primary election, we have received many positive comments from disability advocates and voters on the new ExpressVote™ and we expect usage to increase significantly for the general election.

You are welcome to contact me if you have questions about Maine's experience with ES&S products and services. You may reach me by phone at 207-624-7659 (direct) or by email at julie.flynn@maine.gov.

Sincerely,

Julie L. Flynn
Deputy Secretary of State

Office of Management and Budget
Proposing Vendor Reference Check

Date__Feb. 22, 2017____ _____

Contract No._____

Proposing Vendor
Name_____ES&S_____

Reference Name _Election System Solution Contract (GSS18809-ELECTION_SYS)

Spoke To _____Anthony Albence_____

Completed By _____Kelly Boyd, Chief Deputy Secretary of State - Arkansas_____

1. How long has the vendor provided goods or services for your agency/office?
   15 years

2. Why did you select this vendor/solution over others? What one piece of advice did you wish you knew before moving forward with this vendor/solution?
   The original contract was selected by a different administration over a decade ago. The system we are working on now is a second generation. This vendor was selected for three primary reasons 1) Quality of the people who work for ESS – they care; 2) quality of the integrated election system they proposed as a solution; and 3) outstanding experience working with this vendor.

3. What product(s) did the vendor provide to your agency (i.e., voting system, absentee system, e-pollbook, voter registration/election management system)?
   Our proposal was for an integrated voting system. This included Model DS200 Digital Image Scanners, Express Vote Units, ExpressVote Kiosks, ExpressPass Printers, Poll Books, Electionware Software, ERM Laptops with software installed, CentralPoint Reporting Software, Project Management, Equipment Delivery, Equipment Installation, Training, and On-Site First Election Support.

4. What would you wish had been different about your project or your relationship with the vendor? If you could have changed one thing, what would it have been?
   We have been completely happy with our relationship. ESS cares about us as a customer and it shows in every interaction. We call, they respond.

5. How long did it take to implement the system(s) purchased, including product delivery/installation, staff training, etc.? Did the vendor stay on schedule? How well did the vendor stay within the original budget and timeline?
   We have stayed on-time and on-budget for the funding the state has made available. The shortfalls we have faced in Arkansas are solely due to funding not made available. ESS

has worked diligently to ensure that once we make a purchase for a county, all efforts are made to bring that county online within whatever time parameters we establish.

6. Did the implementation go smoothly? Were any significant issues arise? If so, how did the vendor address the issues? Were you satisfied with the actions taken by the vendor to resolve the issues? How did they handle conflict resolution? What are some things you wish the vendor would do differently?
The implementation process has been exceptionally smooth. Individual reports from the counties have been nothing but complimentary of ESS. The proof is in the pudding and that pudding is in election performance. The counties where ESS has supplied the new system have experienced zero issues and are consistently the first counties in the state to complete their voting process.

7. Describe a situation where the vendor disappointed you, and how they responded. What was their response time to your questions or requests?
Over the course of a decade and a half of relationship with ESS, there have been multiple instances where equipment might have failed, contract questions have arisen, personalities have resulted in this or that disagreement. I personally have been involved with this company throughout the process and can assure you of this: When we are right, they recognize that fact and take steps to resolve the issue in the manner I request immediately. When they are right, they do everything to work within their parameters to ensure that my concerns are addressed. When it is pretty much a draw, we both walk away satisfied. Simply put, our relationship with ESS is professional one in which they treat us as a personal relationship.

8. What type/level of support does the vendor provide to your agency? Is the level of support provided consistent with the level of support contracted/expected? If not, please explain.

   Under the current proposal we are implementing, ESS provides onsite first election support whereby they provide an on-site qualified support person the day before, the day of, and the day after the first election on the newly installed integrated voting system. In addition, they provide train-the-trainer support as a part of the overall project management of the project. We have an individual assigned to our state for regular support and this has been the same individual for over a decade.

9. Have the goods or services provided met your requirements, specifications, and quality expectations? How well did they understand your needs? Did the vendor exceed your expectations?

   Yes / No   If no please explain (e.g., equipment performance/reliability issues, durability, etc.)

   YES. They have delivered exactly what we want, exactly where we want it, on-time and on-budget. When delivered the equipment has consistently performed exactly as promised and our counties are extremely happy with the new systems. We are having uniform performance results across the state – urban to rural, populous to sparsely populated, compact counties to some of the largest in the state.

10. How would you rate the vendor's overall performance? Feel free to offer comments regarding your rating.

   Excellent __**X**__   Satisfactory_____   Unsatisfactory_____
   Comments:

11. How would you rate the performance of the vendor's local customer service representative(s)? Is the vendor responsive to issues that arise? Feel free to offer comments regarding your rating.

    Excellent __**X**__   Satisfactory_____   Unsatisfactory_____
    Comments:

12. Describe your relationship with the vendor. Do you consider them a partner in your success? Why or why not?

    They are a personal partner in our success. They care and this is been the most consistent part of our business relationship throughout the years. They return our calls. Simply put, we have a very direct and very personal relationship with ESS, from the top to the bottom of their organizational structure.

13. Is there anything else I should consider before I hire this vendor? Would you hire this vendor again knowing what you know today? Do you have plans to hire them again? Why or why not?
    The only snag we have encountered has been our inability to secure state-wide funding for our project. To date, we have supplied equipment to 21 of our 75 counties and anticipate having funding to complete an additional six counties in the near future. Fortunately, this covers approximately 45% of our registered voters to date. I would – and will – hire ESS again without reservation. Their people are what makes ESS the quality vendor. If you want your project to be a success, start with ESS. They will be a partner in your success, not a vendor dumping a product on you.

14. How well did they cooperate with other vendors, for example, with integrations?

    They work very well with other vendors. I have significant experience with ESS in this area and am nothing but completely happy with their performance with other vendors.

15. Would you like to make any other comments regarding the vendor and their overall performance?

    The people of ESS will not let you down. Their equipment, in my opinion, combines to make the best integrated election equipment system in existence – and the best performing.

Friday, June 14, 2019

To whom it may concern:

Marion County, Indiana purchased the ES&S ExpressVote, DS200, and DS850 voting equipment in 2016. We have over 650,000 registered voters, and our voters, poll workers and staff have been very pleased with the new system.

Marion County, Indiana recently transitioned our ES&S voting system from a precinct-based model to a vote center model. When the county first purchased this system in 2016, we used the ExpressVote as an ADA device only. Upon the move to vote centers, where any voter in our county can vote at any location, we decided to use ExpressVotes for all voters. Therefore, in 2018, the county purchased additional units. Today, we own 2008 ExpressVotes, 380 DS200s, and 2 DS850s.

Our experience with ES&S personnel and equipment is outstanding. The equipment is very easy to set up, easy to use, and the staff behind the products are knowledgeable, helpful, and highly engaged with my staff. I am confident that ES&S will continue to work as a partner with Marion County to run great elections.

Sincerely,

Brienne Delaney, Director of Elections
Marion County Election Board

Marion County Election Board
200 E. Washington Street, Suite W-144
Indianapolis, IN 46204

📞 317.327.5100
🖨 317.327.4815
✉ elections@indy.gov

Miller County Election Commission
400 Laurel Street, Room 105
Texarkana, Arkansas 71854

Commissioners:
Brandon Cogburn, Chairman
Clinton Thomas
Charlotte Fuller

Election Coordinator
Linda Crawford
903-748-6797

December 18, 2017

Dear Election Officials:

It is a pleasure to provide a reference in support of Election Systems and Software (ES&S). Miller County Arkansas, along with the entire State began a partnership with ES&S, in 2005. Arkansas again choose ES&S as the provider of the EVS 5.2.2.0 system. In 2017 Miller County had the opportunity to convert to this new system.

The support given to us by the ES&S staff during the transition time was phenomenal. We received assistance from the sales person to help us determine the number of units to order for our County's needs. Our customer service representative was on top of all aspects beginning with an advance meeting to walk us through the entire process, to the equipment delivery and assembly and then the scheduling of the training by ES&S.

Our new equipment includes the Express Poll Book and Printer, Express Vote and the DS200 Tabulator. Training was provided over three consecutive days by a professional staff member who worked with our trainers on each piece of equipment. Our technicians responsible for election night reporting were also given separate training as was our County Clerk Deputy in charge of voter registration.

All staff members have provided us with their personal contact information and all follow up questions have been answered in a timely manner. Every phase of the process was delivered during the time frame as scheduled.

We have held two elections this year using the new system. We trained all of our poll workers who were elated at the ease of using the new equipment. Most important were the voters who used the new system with little instruction. Voters were very happy to be able to actually hold and review their own ballot before casting and they felt confident their ballot was counted and secured.

Should you have additional questions concerning our experience with ES&S or the EVS 5.2.2.0 system please contact me by email jlecc1959@valornet.com or direct cell phone 903-748-6797.

Respectfully,
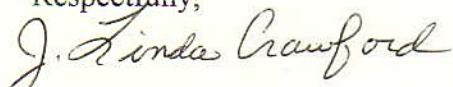
J. Linda Crawford

J. Linda Crawford
Election Coordinator

COLLIN COUNTY

Bruce Sherbet
Elections Administrator
2010 Redbud Blvd. #102
McKinney, Texas 75069
972-547-1990

June 14, 2019

To Whom It May Concern:

Collin County approved purchase of a new voting system on January 28, 2019. The voting system that was purchased is the ExpressVote by Election Systems and Software. The county has used countywide polling places since 2009 and it was the decision of the county to transition from a pure DRE voting system (Accuvote) to a hybrid voting system that uses a touchscreen marking device that produces a verifiable paper ballot.

The RFP process for the new voting system was about an 8 month process. Five county departments were represented on the review committee. The RFP requirements consisted of the following five levels:

Level 1 - Conformance and Mandatory Technical Requirements
Level 2 - Detailed Proposal Assessment
Level 3 - Cost
Level 4 - Demonstration of Solution
Level 5 – Best and Final Offer

After scoring was completed, the review committee unanimously recommended the ExpressVote Hybrid Voting System. It was without a doubt clearly the best voting system being considered and Collin County is excited to use it for the first time in the November 5, 2019 General and Special Elections.

Please do not hesitate to contact me if you have additional questions concerning the above matter.

Sincerely,

Bruce Sherbet
Elections Administrator
Collin County, Texas

Clay County Clerk

Sasha Kelton

PO Box 548, Henrietta, Texas 76365

Phone 940.538.4631   Fax 940.264.4160

December 19, 2017

Dear Election Officials:

It is my pleasure to provide a letter of reference in support of Election Systems & Software (ES&S). Clay County Texas has used ES&S as the county's exclusive elections vendor for more than eleven years. In 2016, the County began exploring options for upgrades to the current system, and after many demonstrations, again chose to contract with ES&S for the EVS 5.2.2.0 system.

The new equipment purchased includes the DS200 tabulator, ExpressVote, Express Pollbook and printer, and new Election Night Reporting system. ES&S provides timely pickup of old equipment and delivery of new equipment, as well as thorough training and support through the entire process. Training was scheduled during Logistics & Accuracy Testing, at my request, so that we had two trained professionals assisting my staff with the testing of our actual ballot. In addition to the training received before Election Day, a knowledgeable Site-Support representative was also present at our office during the election.

After using the new system for the November 7, 2017 election, all feedback received from pollworkers and voters after was positive. The equipment is easy to use, haul, set up and tear down. This solution offers the best of both worlds- the ease and accuracy of electronic voting and tabulation, with the security of a paper ballot. The county is very pleased with the purchase of the ES&S EVS 5.2.2.0 system.

Should you have any additional questions, please do not hesitate to contact me.

Thank you,

Sasha Kelton
County Clerk & Chief Elections Official

June 13, 2019

To Whom It May Concern;

Wilson County implemented the ExpressVote system for every voter in August of 2016. Voters readily accepted the transition. IVotronic DREs had been the voting system used in the county since 2006. With the introduction of Express Vote our voters experienced a voting system that was familiar yet enhanced. The introduction of the Express Vote system provides a heightened level of voter confidence.

The touch screen of the ballot marking device was similar to what every voter had been accustomed to with the DREs. The opportunity to hold their marked ballot, verify that the candidate choices they made are printed on the ballot and knowing that there is a physical ballot being securely saved has provided a level of confidence in the election experience not seen before.

Poll workers have enjoyed the ease of operation the ExpressVote system provides. Opening the polls is as simple as flipping a switch and closing is done with the push of a button. The voters ballot style is easily activated and ensuring that the voter marks the ballot as they wish is accurately accomplished when the voter verifies their marked ballot before casting it.

Administration of elections has benefited with the use of the ExpressVote system, also. Programming, testing, certification and security is much better than what we were working with before. Attention to physical and cybersecurity issues is one of our top priorities before, during and after every election. The ability to have a voting system that has no capability of being accessed by wifi, that has every access point securely sealed and, most of all, that has a paper record of every vote cast gives us the comfort level necessary to be confident that we are protecting the integrity of every vote cast.

The ExpressVote system with ballot markers and the DS200 ballot scanner has been an excellent fit for our county and our voters. We have found that there are capabilities appreciated by every voter regardless of their age, gender, physical abilities or political affiliation.

We welcome you to contact us anytime with questions or for more information.

Sincerely,

Phillip Warren
Wilson County Administrator of Elections

It is the Mission of the Wilson County Election Commission to ensure the integrity of every vote cast in Wilson County by administering election law and procedures equally and fairly to all, by providing the most efficient, accurate and secure election process possible, and, in all our endeavors, to exceed the expectations of the voters, taxpayers and citizens of Wilson County in accountability and competence.

BRIAN WOOD
County Clerk

OFFICE OF PUTNAM COUNTY CLERK
Putnam County Courthouse
12093 Winfield Road, Suite 3
Winfield, West Virginia 25213-7968

Phone: (304) 586-0202
Fax: (304) 586-0280

November 19, 2018

To Whom It May Concern:

Putnam County Clerk's Office would like to thank and express our satisfaction with Election Systems & Software. Your team of sales and support was extremely helpful in the transition to our new election system for the 2018 elections. The new system is above and beyond our expectations.

Here are a few highlights we like about the Express Vote and DS200:
- Allows us to meet all legal requirements.
- Makes preparing for the election easier.
- Easy to use instructions for poll workers.
- Increased election security.
- Paper audit trail, which leads to voter confidence.
- Extremely dependable.
- Election ware is easy to use and produces many reports necessary to serve our constituents.

For the reasons stated above and many more, we would like to thank you and look forward to working with you on future elections.

Sincerely,

Brian Wood
Putnam County Clerk

REMI GARZA, CERA
ELECTIONS ADMINISTRATOR

December 19, 2017

State Election Commission
312 Rosa L. Parks Avenue
7th Floor, Snodgrass Tower
Nashville, Tennessee 37243-0309

Dear Members of the Commission:

I am pleased to provide this letter of reference on behalf of Election Systems and Software (ES&S), specifically their EVS 5.2.2.0 voting system. As the Elections Administrator for Cameron County Texas, I have had the opportunity to oversee the transition from its previous voting system, an ES&S system, to the EVS 5.2.2.0 in August of this year. Cameron County has partnered with ES&S for well over a decade and have always found them to professional, knowledgeable and extremely supportive. Their staff has in every instance been informative, gone the extra mile and never once let our county down.

As mentioned above, our county recently updated portions of our voting system. We replaced our existing multispeed counters and precinct counters with the DS 450 and DS 200 respectively. Both these systems are certified by the State of Texas. After a two year review process, Cameron County made the final selection two months before our November 2017 Constitutional Amendment Election. The transition was uncommonly smooth due to the sophisticatedly simple set up and closing procedures as well as the overall ease of use of the equipment. We also had ample training and their personnel stayed on site until our staff and election judges fully understood the new system.

ES&S has clearly demonstrated an understanding of how this equipment will be used. They frequently conferred with us regarding proposed changes and were responsive to our suggestions. Their equipment is user friendly, provides straight forward intuitive instructions, and is proven reliable. They now offer features, such as batch review on the DS 450 that allowed us more control and far greater visibility during the counting process. The system overall on one hand provides an assurance of stability and on the other hand is dynamic in its utility.

In closing, the ES&S EVS 5.2.2.0 has been a positive upgrade to our voting system in Cameron County. Converting our system provided us with our earliest results and after a state mandated partial manual count reliable counts. The company and their great staff have always been at our side during elections nights and we fully expect them to be there in future. They have never let us down: and their equipment has been even more reliable, if that is possible.

Sincerely,

Remi Garza
Elections Administrator

From: Dana DeBeauvoir
Travis County Clerk
Comment on Purchase of ES&S Express Vote
Austin, Texas   512 632 5948 cell

June 14, 2019

State of Georgia
To Whom it May Concern:

The Travis County Clerk just took possession of a new Express Vote voting system from Elections Systems and Software (ES&S). Express Vote has many of the features my voters and I had been demanding from the elections marketplace for many years. Foremost, Express Vote combines best of both worlds: an electronically supported system suitable to serving the complexities of a dense urban population, along with a voter-verifiable paper audit trail (VVPAT). The new system offers additional security over DRE systems, but specifically addresses voters' concerns about not having a hard document, an artifact, with which to conduct post-election audits, Rick-Limiting Audits, and recounts. ES&S's paper trail is designed to be practical and easy to use for voters and auditors. I think the best feature about the system is that it is paper-driven in an electronic environment. Once the voter has voted and printed their ballot card (VVPAT), the next step is to place it in the scanner/ballot box. At this point, the electronic record is copied and created from the paper record. The paper ballot cards are kept securely in the ballot box for use on election night and afterwards. The electronic copy, made from the paper record, is used to provide fast and accurate election results on election night including cumulative and detailed reports to the Secretary of State. Texas will be using Express Vote for the first time in the November General 2019 election. We also intend to use the paper ballot back-up documents from Express Vote to develop procedures for use of Risk Limiting Audits. Our intent is to develop the procedures in Travis County and then share them with the other counties in Texas. Please feel free to contact me if you need further comment.

Dd/

August 25, 2017

To whom it may concern,

Washington City, Utah contracted with ES&S Election Solutions to use this vendor's new election equipment for the August 15, 2017 Municipal Primary Election.

The service that we received from ES&S and their staff was outstanding. Daniel, Margaret and Bob were wonderful to work with and I truly appreciated all of their timely assistance and their wonderful personalities. They made what could have been an awkward transition using and deploying 2 different voting solutions very easy.

The Washington City residents were able to vote on the marking devices for Early Voting and on the Election Day. We ran an unofficial poll of the voters who were able to use this new marking device and overwhelmingly, voters truly loved it. Voters were excited to actually have a ballot in their own hands to run through the precinct scanner and watch it go into the ballot box.

The Election Workers also realized quickly how easy it was to use the new marking devices. I heard only good things about starting up and closing these new machines.

I wondered how soon we would be able to post results on the Election Night but everything went smoothly and the Washington City results were posted just a few minutes after 8pm.

It has been a wonderful experience to work with ES&S and to use this new election equipment. I would love to use it again.

Sincerely

Melanie Abplanalp

Washington County

Election Supervisor

June 30, 2016

To Whom It May Concern:

I'm writing this letter of recommendation for Election Systems & Software (ES&S) because I am pleased to have been a customer of theirs since 1997. They were there when we needed them and they let us stand on our own when we were ready.

We purchased M-100 in 1997 and found them to be extremely reliable, efficient and easy to use. We just recently upgraded to Central Count and ExpressVotes and am happy to say the level of training and support has been top notch.

Staff, poll workers and the voters find ES&S equipment very easy to use. The equipment is reliable and accurate. ES&S support staff is the best I have seen and it is a pleasure to work with them at every level.

In conclusion, I highly recommend ES&S for their quality equipment, superior support and knowledge of the election process. They are truly one of the best teams I have ever worked with.

Please feel free to contact me if you have additional questions.

Sincerely,

Judy Dickerson

Judy Dickerson
Election Director

January 11, 2016

To Whom It May Concern:

Please accept this letter of reference for Election Systems & Software (ES&S). ES&S has supported our election process here in Northborough with equipment and services since 1995.

My staff and poll workers have always found our ES&S equipment easy to use and very reliable. Working with ES&S support staff is always a pleasure, they truly are the best of the best. ES&S has a winning combination of a nationwide presence along with plentiful staff permanently assigned here in Massachusetts.

In conclusion, I highly recommend ES&S because of the quality of their product and their commitment to providing superior product support. They say a company is only as strong as the team behind it; ES&S has one of the best teams I've ever had the pleasure of working with!

Please contact me for additional specifics about Election Systems & Software. If you would like to speak with me in person about ES&S products and services, please email at adowd@town.northborough.ma.us or call 508-393-5001.

Sincerely,

Andrew T. Dowd,
Town Clerk

OFFICE OF THE
GENERAL REGISTRAR

GREG S. RIDDLEMOSER

1300 COURTHOUSE ROAD
P.O. BOX 301
STAFFORD, VIRGINIA 22555-0301

County of Stafford
STAFFORD COUNTY VIRGINIA
PROGRESS SINCE 1664

540.658.4000

FAX: 540.658.4003

registrar@staffordcountyva.gov

staffordcountyva.gov/registrar

JUN 1 3 2019

Tom Burt, President and CEO
Election Systems & Software, LLC
11208 John Galt Blvd
Omaha, NE 68137

(via email)

Tom,

Thank you for the recent invitation and opportunity to assist the State of Virginia's certification of ES&S products after your recent federal (US-EAC) certifications. Your asking me to assist in the last step of certification in Virginia; namely, use in a live election, and giving us the "first look" at that which will be widely deployed later this summer, resulted in great personal pride as well as hundreds of our voters going boffo over your new offerings. My Electoral Board and I cannot wait to field the newest versions in our fall 2019 elections.

You cannot personally keep up with all of the ES&S models and software version used in every locality. We use the DS200 as our ballot scanner in all of our precincts and our absentee in-person & by-mail operations. We use your ExpressVote as our ADA solution in every precinct. We will update/upgrade all of our equipment to the newest version EVERY time you release them post-certification. We believe it nothing less than prudent stewardship of our role in the uniquely American critical function of government – conducting efficient, accurate and secure elections.

As you continue to leverage changes in the industry, address security revelations, and enhance election-day-usability – for both election officials and voters – with your introduction of the DS450 and ongoing changes to your entire product line, (we specifically recently worked with you on live use of the firmware/software for the ExpressVote, DS200, DS450 & DS850), you instill the kind of confidence that the industry, election administrators, and the general public have come to expect from our election equipment providers. ES&S is without reservation the most aggressive manufacturer/vendor fielding broad product lines while proactively keeping out in front of the ever changing technology/threat landscape. We're proud to be your customer because we know you are beyond committed to us and our voters.

Thanks again for including us,

Greg S. Riddlemoser
Director of Elections/General Registrar
Former Chairman of the US-EAC Standards Board and Executive Committee
Former Member of the joint US-EAC/US-DOC/NIST-Technical Guidelines Development Committee (TGDC)

Board of Supervisors
Santa Cruz County

MANUEL RUIZ
District 1
RUDY MOLERA
District 2
JOHN MAYNARD
District 3

June 29, 2016

To whom it may concern:

We have had the pleasure of establishing a business relationship with Election Systems & Software (ES&S) as we upgraded from our post-2000 elections equipment to the latest technologies. While we approached the transition with the normal degree of hesitation and trepidation, we have been delighted with the results. ES&S has been all that we could hope for both from an equipment standpoint and in terms of support. We are particularly excited with how user-friendly, accurate and helpful the EVS 5.2.1.0 voting system is as well as the products within that voting system.

Any legitimate elections equipment company can come up with the technology to securely manage local elections. However, ES&S has made it not only easy for local officials in their own training, but also a simple process to teach to novice and veteran pollworkers alike. Frankly, we have not seen the level of enthusiasm among our pollworkers in years and it is all because of the technology and the support of ES&S.

We have been through our first election here in Santa Cruz County using ES&S equipment. While not a flawless process, it was lightyears ahead of our former system in terms of voter acceptance and confidence, poll worker effort, and results delivery.

Without hesitation, we highly recommend ES&S for elections equipment and support and feel confident that any local government user will be very happy with choosing them for their provider.

Please feel free to contact me for any additional information about our experience with ES&S at mmeek@santacruzcountyaz.gov or by phone at 520-375-7812.

Sincerely,

Melinda Meek
Elections Director

June 14, 2019

To Whom It May Concern:

Rarely do I get excited when someone asks me to write a reference letter. However, I love to promote excellence, and when my ES&S representative/friend asked if I would be willing to share my thoughts, I enthusiastically agreed.

I apologize if this letter sounds overly gushy in praise for ES&S. My experience with their products, service, and responsiveness has been so positive, I just can't help it. They really are that good.

I've interacted extensively with ES&S for over eight years, but only two of those years in a formal vendor/customer relationship, after the State of Utah selected them as our preferred vendor. They have always been a trusted partner. Their level of service, personal attention, and desire to help have remained constant, whether or not we had a formal agreement. Once they became our official vendor, the attention from their "sales representative" (I hate using that term, because Dan is so much more than that), increased even more, and hasn't let up.

Below are a couple of specific examples of why I think ES&S is hands down the best in the business.

My first visit from ES&S came in 2011. We talked about elections of course, but we also discussed my other job duties and even my personal interests, including a passion for reading. Within a week, they sent me a copy of a book that I had expressed interest in, with a kind personal note. They listened to me as a human, not as a prospective customer. You see, at this point, ES&S was not even our vendor, nor were there any plans for an upcoming RFP or bid. Interest from other vendors has ebbed and flowed over the years, depending on whether or not there was a potential sale, but ES&S's interest has been genuine and constant.

On Election Day, 2018, one of our DS450 scanners began rejecting an unusually high number of ballots. Within minutes we were on the phone with our representative and ES&S's scanner expert, and within an hour, we had our representative and a technician on site. The problem was quickly diagnosed and resolved, but we wanted absolute assurance that the scans were accurate and consistent, so we ran multiple batches over and over in a test environment, scanning and reconciling hundreds of ballots. This took quite a bit of time, and was probably overkill on our part. It happened at a critical time on a busy Election Day, but our representative and the technician made us feel like we were their only client, and stayed until we were absolutely comfortable the issue had been fully resolved.

In my national capacities as the Election Officials Division Director for the International Association of Government Officials (iGO) and a member of the Department of Homeland Security's Election Infrastructure Government Coordinating Council, I interact frequently with every vendor in our industry. I like them all, but in my opinion, ES&S rises to the top. Their product is top notch, but their service and support are out of this world.
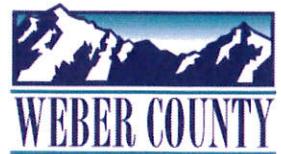
ES&S gets it. They're here to serve the elections community first and foremost, and feel that if they do that well, the profits will naturally follow. This mindset clearly permeates their workforce, and personally resonates with me. It's solid, long-term, and customer centric.

I heartily recommend ES&S and confidently assure you that you'll thank your lucky stars if you select them as your election systems vendor.

Thanks for sticking with me to the end of this long, gushy letter. Please contact me with any questions. Best of luck to you on this important decision!

Sincerely,

Ricky D. Hatch
Weber County (Utah) Clerk/Auditor
Treasurer, past Election Officials Division Director, International Assoc. of Government Officials (iGO)
Member, Department of Homeland Security Election Infrastructure Government Coordinating Council (EI-GCC)
Member, U.S. Election Assistance Commission (EAC) Board of Advisors
Member, Elections Subcommittee, National Association of Counties (NACo)

GOVERNMENT OF THE
VIRGIN ISLANDS
Office of the Deputy Governor

Government of the Virgin Islands
Central Administration Building
#33 Administration Drive
Road Town, TORTOLA VG1110
VIRGIN ISLANDS

13th March, 2019

Mr. Gene Seets
VP Eastern Sales
Election Systems & Software
11208 John Galt Blvd.
Omaha, NE 68137

Dear Mr. Seets:

The Government of the Virgin Islands completed a successful General Election on Monday, 25th February, 2019. I am therefore writing to express my sincere gratitude to officials from your company, whose dedicated assistance contributed to its success.

After making enquiries about improving the efficiency of our electoral process, we were introduced to your company by the Supervisor of Elections in the US Virgin Islands, Mrs. Caroline Fawkes. In May 2018, Mr. Willie Wesley Jr. first visited the Virgin Islands to meet with key Government officials to demonstrate the use of the DS 200. After we received our Cabinet's approval to purchase the machines, Mr. Wesley and Mr. Mark Radke visited to conduct public demonstrations for our voters. Following the purchase of the DS 200 and e-poll books, we also received visits from Mr. Duwayne McCormick and Ms. Kim Carlisle, who came to install the machines once they arrived in the Territory.

Given the limited time in which we had to prepare for our 2019 General Election, we are extremely grateful for the invaluable assistance that your company officials provided. Mr. Radke's assistance in the days preceding and the day of General Election were greatly appreciated. I must place on record, however, my profound gratitude to your company's hero, Mr. Wesley, for going beyond the call of duty to ensure that we were ready to implement the changes to use the e-poll book and the DS 200 Scanner and Tabulator. During the weeks leading up to our General Election, he worked tirelessly to ensure that we were ready to introduce the new systems to our voting population. He spent countless hours training our staff and meeting with key officials to ensure that we made a smooth transition from the manual voting system to the use of the electronic tabulating system.

We are extremely grateful for the relationship that we have formed with your company and look forward to continued working relations. While I know that you will determine who represents your company in the future, we are hopeful that Mr. Wesley will continue to be our point of contact. From his initial visit, he assimilated very well into our culture and was warmly received by all with whom he came in contact, including our elected officials.

Best wishes and continued success to you and your company as it continues to make positive impacts in the reform of electoral processes.

Sincerely,

David D. Archer, Jr.
Deputy Governor

Summit County Clerk
Kent H. Jones
www.summitcounty.org/clerk
kentjones@summitcounty.org

Phone: (435)336-3203
Fax: (435)336-3030
60 No Main
Coalville, UT 84017

August 31, 2017

As the Clerk of Summit County and having administered elections for over 20 years, I have seen and been a part of several types of processes and equipment. From punch cards and paper ballots, to touch screens and all by-mail elections. Every year poses new challenges. We converted to by-mail for the first time in the 2016 Presidential using the optic-scan equipment and had a very successful, but stressful three weeks to get ballots processed.

Seeing the new Election Systems and Software equipment at conferences and trade shows, it was an honor to be asked to demo and use the system in actual election mode. ES & S provided equipment, training, programing and on-site staff for help from the beginning through Election Day. The programing, setup, and operation was above expectation. We processed ballots faster, with fewer hours of operation, and had unofficial Election night reports ready for release to the public as soon as the voting ended at 8:00 p.m. The stress level was considerably lower and the equipment functioned perfectly. The by-mail election has been overwhelmingly accepted by the registered voters of our county evidenced by an 87.55 % return in 2016 and 48.43 % in the 2017 Municipal Primary. These are both extremely high percentages for each type election. The ES & S system is a perfect fit for our equipment needs going forward.

Utah Counties are now in the process of choosing the next generation of election equipment. It is my full and absolute recommendation to have Election Systems and Software be our vendor for the future of Summit County Elections and look forward to our continued relationship with the ES & S staff.

Sincerely,

Kent Jones,
Summit County Clerk

Eric A. Mariscal, Director
emariscal@gilacountyaz.gov
(928) 402-8708

Josephine Goode, Voter Outreach Coordinator
jgoode@gilacountyaz.gov
(928) 402-8628

Alfonzo M. Alvarez, Elections Specialist
aalvarez@gilacountyaz.gov
(928) 402-8750

Cate Gore, Elections Assistant
cgore@gilacountyaz.gov
(928) 402-8709

GILA COUNTY DEPARTMENT OF ELECTIONS

5515 S. Apache Ave., Ste. 900
Globe, Arizona 85501

June 30, 2016

To Whom It May Concern:

Please accept this letter of reference for Election Systems & Software (ES&S). ES&S has supported elections with equipment and service support in Gila County since 2011.

In January of 2015 the Gila County Elections Department began the process seeking an elections system that could synthesize the most modern and up to date equipment while at the same time be easy to use by our poll workers and elections staff. Gila County found such a system in the ES&S line of products.

Gila County procured the Electionware software management system, Expresspoll electronic pollbook, ExpressVote, the C711 Ballot on Demand Printer and the DS850 High Speed Tabulator. The versatility of this system has given the Gila County Elections Department the ability to provide seamless and highly effective Election Day services to the citizens of Gila County.

In May of 2016, for a Special Statewide Election we used our new equipment for the first time. The response from both poll workers and voters was unanimous, we got it right. A comment made to me by a voter summed it up very well. Gila County has moved into the 21st century.

ES&S has a quality elections system from start to finish, but their greatest asset is to be found in their staff. The ES&S staff is highly competent, experienced and very easy to work with. ES&S staff constantly checked in on us wanting to know how they could help, a very refreshing experience. The combination of quality products and a dedicated staff makes it easy to recommend the ES&S product line.

Please contact me for additional specifics about Elections Systems & Software. If you would like to speak with me in person about ES&S products and services, please call me at (928) 402-8708 or email me at emariscal@gilacountyaz.gov .

Sincerely,

Eric A. Mariscal, Director
Gila County Elections Department

DeSoto County Election Commission

2601 Elm Street (Gale Center)

Hernando, Ms.   38632

June 14, 2019

To Whom it May Concern:

ES&S is our election vendor. They have been for 18 years or more and have always provided

us with top quality election equipment and software.

Their support group is always willing to help at any time day or night.

Daniel Klein, Chairman

DeSoto County Election Commissioner

District 3

June 17, 2019

Mr. Rob Weisbusch
Regional Sales Manager
Election Systems & Software, LLC
11208 John Galt Blvd.
Omaha, NE 68137

Dear Mr. Weibusch,

Please treat this as a recommendation letter for Election Systems & Software, LLC
("ES&S"). Jefferson County has used ES&S DS200 and ExpressVote voting machines since
the primary of 2018 for its 600,000 registered voters and has found that the system is
reliable. Both machines are easy to set up and close. We have not experienced any material
technical or hardware failures. The voting machines have been well received by the election
officers and the voters. Additionally, our staff received adequate training and support in the
use of the election management software and felt confident in its operation for each of the
elections. We are satisfied with ES&S voting machines and the technical assistance we
received. We look forward to continuing to work with ES&S to support the conduct of
elections in Jefferson County.

If you have any additional questions, please contact me.

Sincerely,

Bobbie Holsclaw
Jefferson County Clerk

EXPRESSVOTE GETS PUT TO THE TEST

Blindbargains.com Tested Three Modern Voting Machines for Accessibility

Recently the Michigan Bureau of Elections held a Mock Election, allowing testers and poll workers to use voting systems from three different vendors, including our ExpressVote, designed for both voters with disabilities and voters without. One of the testers, J.J. Meddaugh with Blindbargains.com tested all the offerings, concluding that the ExpressVote was the best choice of the group being the only one he would recommend in its current form. For more details about each voting system Mr. Meddaugh experienced read a summary of his article below.

Dominion ImageCast Democracy Suite

The voting system from Dominion included an accessible keypad, touchscreen and a printer for paper ballots. Initial set-up of the machine required the use of a digital programming card which included information to load and verify the ballot. While I was able to insert the card, several set-up steps needed to be performed by a poll worker. Among these were choice of language, and the screen privacy guard option, which allows a voter to turn off the visual screen output. It's worth noting that this is the only machine which does not allow the voter to change this setting after initial set-up.

Once speech was finally available, I was presented with initial instructions read by Google's Android text-to-speech voice and an options menu which allowed me to change volume, speech rate and visual display options. Unfortunately, the maximum volume was not loud enough for a noisy room, and the fastest speech rate was less than what is available on Android and too slow for an advanced speech user.

The keypad features buttons in various shapes which can be readily identified. Left and right arrows are on the left side while up and down arrows are on the right. There is a large X in the center which is used for selection. Dedicated buttons to adjust the volume and speech rate are found near the top. All buttons have braille labels near them, though the layout of the keys often made the placement of the braille labels confusing. The design choice to place the two sets of arrows far away from each other is perplexing at best.

The machine was plagued by user interface issues, often requiring the voter to press several key presses to accomplish a simple task. For example, when reviewing a ballot, if the user wanted to change a vote from NO to Yes, no less than 9 key presses were required to accomplish this task. In addition, the function of the right and down arrows are duplicated, as well as the up and left arrows. I was told this was done because of the needs of low vision users, but it made the navigation of the ballot needlessly time-consuming and complicated. Often, help and tutorial messages were spoken before important content, such as when speaking the name of an entered write-in candidate.

Another issue arose when speaking the names of the candidates and ballot proposal language. This information was spoken using the Cepstral text-to-speech engine, with the recordings in a much lower quality and volume than the rest of the speech feedback. Using the same text-to-speech voice throughout the system would be ideal. Care also needs to be taken when speaking the titles of ballot proposals and other items. The word millage, a common election term, was mispronounced.

Help information was given throughout the process, and presented in the manner of screen reader hints. Speech could be easily interrupted if the user chose to not listen to the help information.

While I was able to complete and print my ballot, I'm hard-pressed to recommend this system in its current form. That being said, many of the issues identified are software-based and could be fixed using a firmware update.

Hart InterCivic Verity Touch Writer

Hart InterCivic calls their Verity system "The Future of Elections". To be completely blunt, if this is the case, I'm worried for the state of accessible voting equipment.

Set-up involved the poll worker entering in a code to load the appropriate ballot using the touch-screen. This process did not include speech feedback and was not accessible. Once the ballot was loaded, pre recorded instructions in a male voice were spoken through the headset.

The accessible keypad includes two buttons (Select and Help), and a dial called the Move Wheel which can be turned using the thumb. The dial emulates arrow keys and allows the user to go through menus while the Select button locks in the current choice. The use of only three controls was an intentional design choice, but it quickly became limiting when attempting to efficiently navigate the screen.

The initial screen included a menu to adjust audio settings including volume and speech rate. To adjust the volume, one must select the raise or lower options and then press select for the new volume level to take effect. This is the only machine of the three tested which did not include dedicated volume and speed controls, which presents a hassle if one wants to make adjustments during the voting process. Only three speech rates were available, with the fastest option still quite slow for advanced users. In addition, since human speech is used throughout the process, the faster speech level resulted in choppiness and audio artifacts which made it more difficult to understand the recorded prompts.

I did not complete my ballot with this machine because of one major reason...HORRENDOUS LAG. Users of electronic devices may often become frustrated when it takes a quarter second or more to hear audio feedback after pressing a button. When using the Move dial on the Verity, it often took 3 or 4 seconds for any feedback to be given after the dial was turned. In addition, after pressing the Help button, it was often difficult or impossible to interrupt the instructional message and return to the previous screen.

After spending about 10 minutes with the machine and still working on my first ballot selection of 23 contests, my frustration level reached a point where I had completely lost interest in completing my ballot.

ES&S ExpressVote

With my faith in modern voting technology quickly running out, I moved to the last of the machines, The ExpressVote from Election Systems & Software. ES&S purchased the assets of the former AutoMARK system, and the design of this model takes many cues from the previous version, which is a good thing.

I walked up to the machine and inserted my paper ballot into the reader, which immediately caused speech feedback to begin. No intervention was necessary from the election workers.

The keypad includes a rocker button for Volume labeled VOL in braille and another for voice speed labeled TPO for tempo. To the left of this is a five-way navigation pad with a select button in the center. A button to turn on and off screen input can be found near the top. Beeps are heard when buttons are pressed, and speech feedback is given within a quarter second. A more modern male voice is used on this model, as opposed to Eloquence speech on the AutoMARK, but it was clear and easily understood.

For those familiar with the AutoMARK, the voting process was nearly identical. Up and down arrows are used to move through ballot choices, and right and left arrows move between contests. For new users, contextual help information is given as hints. Warnings are given if a ballot question is skipped without the appropriate number of votes or if a user attempts to vote for too many candidates in a contest. Overall, I completed my 23-question ballot in about 5 minutes.

CONCLUSION

Of the three systems tested , the ExpressVote is the only one I am comfortable recommending in its current form. Set-up was achieved independently by the voter, prompts were spoken efficiently, and a ballot could be completed using the fewest number of key presses.

UTAH INCREASES VOTER CONFIDENCE

through verifiable ballots and better audits

In the early 2000s, election officials across the country purchased new voting systems thanks to the Help America Vote Act (HAVA). At that time, the State of Utah chose to use their HAVA grant dollars to purchase optical scanners and direct-recording electronic (DRE) voting machines.

Fast forward to over a decade later: vote by mail has become the norm for most counties across Utah. In fact, the majority of registered voters in the state automatically receive a ballot in the mail. While the machines were standing the test of time, the increased popularity of vote by mail was starting to put a lot of pressure on the decade-plus old system that was originally designed for in-precinct voting.

In addition to managing aging voting systems and changes in voting trends, election officials in Utah were facing higher expectations for security and reliability.

The expectation being all voting machines should have the ability to audit and verify that a voter's ballot was recorded and tabulated in accordance with the voter's intent.

In the fall of 2017, the State of Utah designated Election Systems & Software (ES&S) as the state's election management provider of choice. After their extensive assessment of five different election systems providers, the State's evaluation committee determined that ES&S would provide the best value to the State.

"Through a careful and thorough procurement process, the state of Utah has chosen ES&S to lead Utah into the next generation of voting equipment. ES&S offers a wide range of voting equipment options, and I'm confident their secure and innovative election solutions will fit the needs of each county," Utah State Lieutenant Governor, Spencer J. Cox said (October 2017)

Through their extensive assessments, the State Evaluation Committee determined:

- ES&S' Electionware election management system provides a more efficient and intuitive process for ballot layout and design, as well as import and export capabilities.

- ES&S has a tabulation solution for every Utah county, all of which reduce ballot processing time and provide an efficient process for adjudicating ballots.

- ES&S ExpressVote universal voting solution combines paper-based voting with touch-screen technology to meet the needs of voters with disabilities as well as provide a permanent paper record.

- ES&S's longevity, financial stability and reputation position it as the best option to support a roll-out of new equipment in multiple counties in Utah simultaneously, and provide support and maintenance plans at different levels of service and price points.

The Old Utah

WEBER COUNTY

Approximately 650 Direct-Recording Electronics and Optical scanner units

Davis COUNTY

Approximately 940 Direct-Recording Electronics and Optical scanner units

SUMMIT COUNTY UTAH

Approximately 156 Direct-Recording Electronics and Optical scanner units

ES&S SOLUTIONS

EASY EQUIPMENT SETUP

While nearly every registered voter in Utah receives a ballot by mail, registered voters may still vote in-person on or before Election Day. In Utah, accessible voting centers are available for voters with disabilities who need assistance completing their ballot and registered voters who prefer to cast their ballot in person during early voting and on Election Day.

Weber County Elections Director Ryan Cowley was impressed with the set-up process for their new ES&S equipment. "Way, way easy. The poll workers love the easy set up — remove the locks, verify the label and lift the lid. They can focus on making sure the polling place is organized, rather than rushing to get equipment set up. It's a huge time savings. Polling place set up is not a big deal anymore, it's so simple."

"The ES&S ExpressVotes are just so much easier to use. Before, we were spending hours and hours setting up the equipment on election morning," Summit County Clerk, Kent Jones said. "On Election Day, we use the ExpressVote as a ballot marker. Voters mark their selections, print their vote summary card and then those cards are tabulated together with the ballots that came in the mail. Everything's done centrally, so we handle and see everything."

The New Utah

WEBER COUNTY
(18) Ballot on Demands
(2) DS450s
(14) DS200s
(9) ExpressVotes

Davis COUNTY
(27) Ballot on Demands
(2) DS450s
(19) DS200s
(25) ExpressVotes

SUMMIT COUNTY UTAH
(1) DS450
(18) ExpressVotes

FAST, SECURE BALLOT TABULATION

With the move to vote by mail, Utah officials needed to use the optical scan machines to process election results. Utah's old optical scanners, which were originally purchased to tabulate a small number of absentee ballots, required each ballot be hand fed into the machine.

"For the 2016 presidential election, Davis County mailed out 150,000 ballots and had a total vote turnout of 140,000. We ran all 140,000 ballots by hand through four older optical scanners, one at a time. It was very labor-intensive," Davis County Elections Manager Brian McKenzie said. "With the ES&S DS450 we can just put them in a stack and let them run."

With their old optical scanners, Davis County had four staff members counting ballots full time. With their new ES&S DS450, they have one-to-two team members who spend about a fourth of the time counting ballots.

McKenzie said, *"We can keep two of the DS450s running with one, one and a half people. As one person, I couldn't work as fast as the machines."*

IMPROVED POST-ELECTION AUDITING AND ADJUDICATION

When Utah counties started using DREs in the early 2000s, the state began requiring post-election audits. Typically, the process required a team of three people to audit each machine — one person to read the tape and two people to simultaneously record votes, making sure counts matched throughout. On average, the process took about two hours.

"I have to say that I could not be more pleased with how this (ES&S) system performed and counted the ballots. Being able to compare not only how the system originally counted a ballot, but also how the ballot was adjudicated, back to the digital image of the ballot itself is truly amazing. For the first time in my career, I feel like we have a transparent and auditable system," Cowley said.

"Compared to our previous system, thanks to auto adjudication we had far less to look at. We were inspecting every ballot before we ran it through the old optical scan machine. We didn't do any of that this time - we just ran them through," Jones said.

COMPREHENSIVE ONBOARDING AND TRAINING

Utah's onboarding process with ES&S was under a compressed timeline. ES&S onboarded 19 counties in 3-4 months.

"We changed everything except for voter registration — every piece of equipment that we used to process ballots was brand new. New accessible machines, new Ballot-on-Demand machines, new precinct tabulators, new central count tabulators, and new adjudication and audit process and procedures," Cowley said. *"Receipt of the equipment and the training was all very timely. The ES&S team worked with about 50 people from 21 counties demonstrating each piece of equipment — leading detailed discussions about the equipment and how we saw it working for us. The team also helped with creating new policies and procedures. We received*

"When we (Davis County) did our previous audits, we would only audit the races we were required to. With the new system we figured, the whole ballot is there, let's just look at everything," McKenzie said. "We did a full audit of the entire ballot, for all races. It was a more thorough audit, it covered all the races, and it only took two hours. We were just like, 'wow, it's so much better.'"
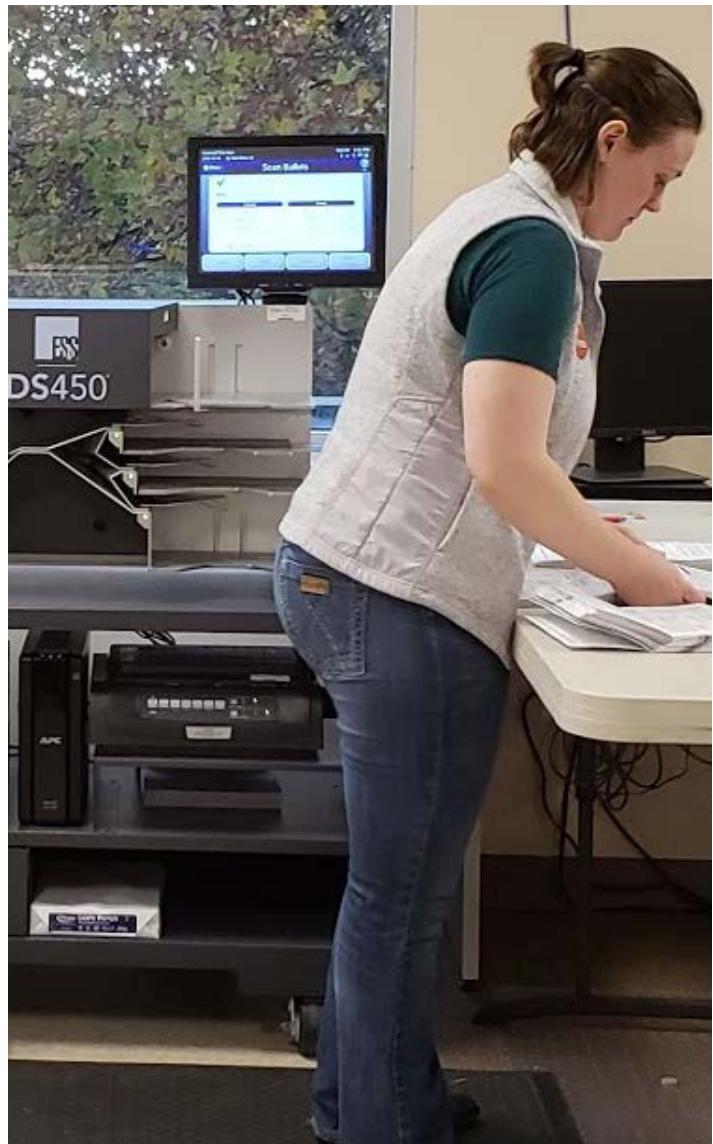
lot of support up front, and then we're able to take that and run with it."

McKenzie said, "Our experience from the beginning up to this point with ES&S has been phenomenal. Starting out, just getting to know the ES&S system went really well, and we were so impressed with the information ES&S could provide, coupled with the general feel of professionalism of the ES&S team. The organization and logistics when we were implementing the new system was really really good, the coordination of taking out the old equipment and bringing in the new equipment, the training, the people who came in and set us up and answered any questions we had, was great."

"Learning about the new equipment was probably the easiest transition it could have been. There wasn't a huge learning curve. ES&S simplified everything," Jones said. "We spent more time teaching the judges about the signature verification process than it took to learn the equipment."

"I'm going to brag about ES&S for a little bit," Weber County Elections Director Ryan Cowley said. "One of the things I think you guys always nail is customer support. With our previous vendors there was literally no support — things like trying to get parts and supplies, we just didn't get anything. The level of support we get from ES&S is a cultural thing — it's all about making sure you get the customer what they need. There is a much higher customer-service philosophy at ES&S."

CUSTOMER SERVICE EXCELLENCE

ES&S integrates good customer service into every aspect of our business. Our enthusiasm for the work we do and for our customers is unrivaled. ES&S' team of seasoned election professionals are empowered to think on their feet and work closely with our election administration partners to customize secure and innovative solutions to fit their needs.

Davis said, "The one thing that I would just sing praises to is the customer support – when we've had to call in with any type of question, whether it be concerning software or hardware support – the people on the other end of the line were phenomenal. I've personally experienced several instances where they have gone above and beyond. There was one time when I called in, it was near end of business day, and they gave me a solution. They made themselves available after their own hours to follow up and make sure we were able to implement the solution. All of them are so good at asking questions to make sure they fully understand the situation, and then they walk you through the process. Never have I felt like I was wasting their time and never are they frustrated. I can't say enough good things about the customer support. We've had really good experiences with everyone from ES&S. If someone has a bad experience with ES&S, you'd hear about it – and we don't."

essvote.com

HOW
WEST VIRGINIA'S

Election Officials
Are Reducing Costs

While Improving the Election Experience for Voters & Poll Workers

Many voters across the U.S. are casting their ballots on a generation of aging, decade-plus old optical scan and direct-recording electronic (DRE) voting machines. Election officials nationwide rushed to embrace new voting technology after Congress passed the Help America Vote Act (HAVA) in 2002, which addressed the way ballots were designed, cast and counted, and led to an overhaul of the U.S. election system and eventually the birth of the DRE and optical scan machines. *Ten plus years later another major overhaul of the U.S. election system is underway, and a number of states are seriously considering a return to paper-based voting systems.*

Vera McCormick, Kanawaha County Clerk

420,000
Registered Voters
use ExpressVote® & DS200®

2,090
Active ExpressVote® units

536
Active DS200® units

COUNTIES USING THE EXPRESSVOTE & DS200

Monongalia, Harrison, Ohio, Taylor, Jefferson, Putnam, Kanawha, Fayette, Ritchie & Barbour

*stats are current as of October 2017
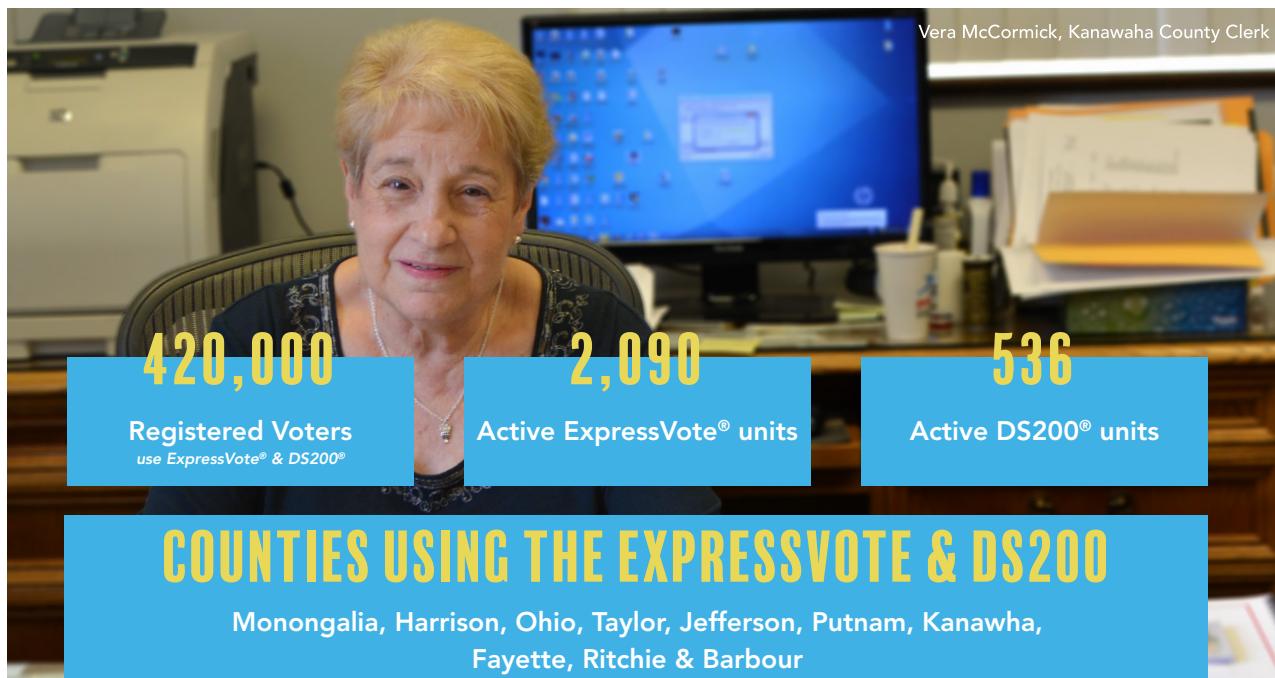
As with many states in the early 2000s, West Virginia faced various challenges related to becoming compliant with HAVA. At the close of the 2005 West Virginia Legislative regular session, during which a voter-verified paper trail bill was signed into law, Secretary of State Betty Ireland began her search for a pioneering elections partner that could help West Virginia do three things: 1) meet the requirements of HAVA, 2) reduce the financial burden of becoming compliant off the counties as much as possible, and 3) offer counties quality voting system options.

In August 2005, ES&S was awarded the statewide contract to provide all of West Virginia's counties with voting systems and election services. And in 2006, just over half of West Virginia's 55 counties, whose County Clerks manage elections at the local level, purchased DRE systems while the remaining chose to purchase optical scan voting systems paired with central scanners, creating a dual system environment across the state.

Why the change?

Fast forward ten more years, similar to many states across the U.S., while their existing voting systems were withstanding the test of time, West Virginia's jurisdictions began the process to find a more modern system that offered a paper-verifiable record.

Brian Wood, Putnam County Clerk

"Our equipment was aging. Having partnered with ES&S for ten plus years, we knew they were always developing solutions that made our lives easier and were more efficient, dependable and cost-effective."

"The ExpressVote® was the best of both worlds with the electronic aspect, including improved visibility and ADA compliance, along with the paper verification where the voter can hold their selections in their hands, confirm everything is accurate, and then place it in the DS200® ballot slot."

They were also ready to put away the challenges associated with their aging equipment and find a solution that simplified election management and improved voters' experience at the polls. Much like the avid flip-phone users, whose carriers still supported their phones, and whose flip-phones still made calls — they ultimately realized how much easier and more efficient their life could be if they had a smartphone.

"So much less to worry about and less upkeep. We no longer have to deal with all of the different consumables," said Susan Thomas, Harrison County Clerk. "You plug them in, flip a switch, lift a screen and both are powered up within five minutes. Plus, with ExpressVote and DS200 everything is a lot simpler for us on the backend."

It was important to them that their new equipment made the backend of their elections easier for not only themselves and their teams, but the poll workers as well. Equipment that wasn't hard to haul around, was easier to program and would ease the burden of having to hand count write-in and canvass ballots.

"The ballots marked on the ExpressVote require less storage due to their size, and the leftover blank cardstock can be reused in other elections. We can do satellite voting now, and don't have to carry all of those preprinted ballots with us."
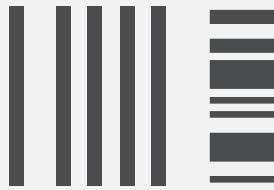
Vera McCormick,
Kanawha County Clerk

"Canvass and hand count went very smoothly; the ballot was easy to read and easy to determine the voter's intent. NO OVERVOTES!"

The clerks wanted a truly usable summary report of the final results, a more robust in-depth audit report. They wanted to deliver their county's election results before 3 a.m. so the candidates and the people who had worked so hard supporting them could either get their parties started or start picking up campaign signs.

"We live in a fast food world, and people want their results right away"

"The candidates and their supporters have worked for a long time to get there, so they are very anxious to get the results. So is the media ... it's nice to give them what they need, and get them back to work by 10 p.m. instead of 3 a.m."

Brian Wood, Putnam County Clerk

ELECTION RESULTS

Most importantly, they wanted every one of their voters to have a consistent, simple and secure election experience. This included having only one system to vote on, that was easy to use and that included a verifiable paper record that allowed them to confirm that the selections they marked were what they intended.

"We demo'ed the equipment in several different locations with seniors, many of which who were in their 90s. We didn't really have to explain much to them as far as how to use it, and everyone liked it," said McCormick. *"They liked having a piece of paper in their hand that they could hold, so there was no guessing."*

Results

1 Smoother canvass and hand count

2 Reduced number of morning follow up calls

3 Success means that results are ready 2-3 hours sooner

Susan Thomas, Harrison County Clerk

"All you have to do is touch your selections, check your printed ballot and put it into the tabulator."

Georgianna Thompson,
Taylor County Clerk

"Commissioners were not excited about spending the money. I was fully prepared to continue maintaining the old equipment. The ExpressVote convinced them that it will pay dividends in the future."

Brian Wood,
Putnam County Clerk

SEE FOR YOURSELF!

Call to request a demo!

Enhancing Elections in
WILSON COUNTY

Upgrading voting technology can be a daunting task. The varied needs of election officials make it necessary for systems to multitask, now and in the future. For Wilson County, Tennessee, the ExpressVote and DS200 provided a viable, secure and flexible solution for this year's election cycle and beyond.

With a reputation for some of the best-run elections in Tennessee, the Wilson County Election Commission took the job of finding new voting technology quite seriously. An Election Systems & Software (ES&S) customer since 2006, their iVotronics were aging and a viable replacement would soon be needed. Realizing customer needs had changed, ES&S worked diligently to get the ExpressVote® Universal Voting System certified in the State of Tennessee, providing Wilson County with an enhanced voting solution. After extensive testing along with the DS200® precinct scanner, Wilson decided to extend their partnership with ES&S and purchase visionary voting solutions. During their August 4 Primary, which marked their first use of the ExpressVote and DS200, both poll workers and voters experienced a simplified Election Day while enjoying the extra security of verifiable paper records and streamlined polling place procedures.

CHALLENGES

- **Quick implementation.** Wilson County faced a quick turnaround period for implementation. Within eight weeks, poll workers were trained and equipment was delivered, tested and deployed for the August Primary.

- **No major adjustments for voters.** Wilson County wanted to ensure voters were able to exercise their right to vote without added complication or confusion during the Primary.

- **New Election Day/Night procedures.** New processes for opening and closing the polls were necessary and poll workers needed to be trained to enable the new voting solutions to work seamlessly on Election Day.

SOLUTIONS

- **Familiar interface + added security.** Wilson County voters were already familiar with touch screen voting. Their printed vote records allowed them a last minute review before casting their vote.

- **Streamlined poll place opening/closing.** The easy set-up requirements for both the ExpressVote and DS200 empowered many poll workers. Poll places were opened and ready for voters in less time without requiring troubleshooting calls to Election Central. Poll workers also enjoyed simple closing procedures and a single memory stick to keep track of.

- **Ease on Election Night.** Unofficial results were reported faster as less memory sticks were needed for uploads (one per precinct). Absentee and provisional ballot processing was also streamlined.

- **Platform for the future.** Phillip Warren, Administrator of Elections, remarked "We try to improve on the processes already in place. We try to be proactive and think ahead — everything we offer is meant to meet a lot of needs or alleviate voter concerns because we want to preserve the integrity of the vote."

- **Setting the standard.** With their successful implementation during the August Primary, Wilson County hopes other jurisdictions take the step forward to enhance their elections with new technology.

Selecting a new system

During evaluation, Wilson County conducted 17 large school elections comparing the performance of the ExpressVote and DS200 configuration with the iVotronics. At one of the school elections in particular, 1700 votes were cast in less than 2 hours! Due diligence was important as the Elections Commission wanted to ensure they were wisely spending taxpayer funds on the best system available for Wilson County voter needs.

Ultimately, Wilson selected the ExpressVote and DS200. Finding the overall system attractive, Phillip and Tammy noted benefits such as:

• User friendliness
• Paper records adding clear voter intent
• Ease of mind having a paper back-up
• Attractive system from an administrative standpoint
• Flexibility for future needs

The County wanted to ensure voters and poll workers would quickly be able to utilize the new system during their August Primary. The familiar interface made this possible as voters were used to the look and feel of going up to a touch screen and inserting a card (think a trip to the ATM). Wilson simply swapped a debit card with an Activation Card.

Wilson County also appreciated the human component of ES&S. During the development of the ExpressVote, ES&S conducted focus groups that Wilson participated in where actual suggestions and needs that counties brought up were incorporated.

"What I liked about ES&S is that they listened. They took a lot of our ideas that we had in the small group and they implemented them and came back with a new product" Tammy Smith, Assistant Administrator, commented. "During a visit after that, we told them we were looking for products and couldn't find them. The next time we saw them, they brought us a catalog!"

> *"Everything we offer is meant to meet a lot of needs or alleviate voter concerns because we want to preserve the integrity of the vote."*
>
> - Phillip Warren, Administrator of Elections

Changes for poll workers

Technology has been integrated with all systems, causing a shift in the demographics for poll workers. Outside of their partnerships with local high schools who provide student poll workers, many of the older poll workers are technologically savvy ones. Wilson County requires potential poll workers to go online and fill out their application, the first step towards showing tech literacy. With new skill sets required, it has opened the field to a wider and more capable pool of poll workers and decreased many of the minor tech support issues counties can face when workers aren't familiar with updated systems. The county believes more people will now want to serve as poll workers thanks to the lighter equipment and easy opening and closing procedures.

In light of this, Wilson County makes sure that updated technology isn't a barrier for those looking to serve yet not matching the required skill set level. "We try to configure our poll place system in a way that if they aren't good with computers we can find a place for them if possible on Election Day" Tammy added.

For poll workers, the change was a welcome one that did not require major adjustment. As the system is intuitive, most found it easy to learn and had no worries on Election Day. Of the poll workers interviewed during the Primary, many echoed the county's comparison of the system to a grocery store self check-out. "Tammy & Phillip do a good job. Every year our elections get tighter, from training to Election Day. It's so organized people can almost go through the process on autopilot."

One, who indicated she had a computer background, complimented the start to finish technology integrations. "Going from a more manual process of selecting ballot styles for people, this is much preferred. There's no real error, you just print their barcode and they follow the instructions on screen from there."

Signs directing voters through the voting process resemble stations you'd see at a back to school night. From the cheerful face who hands you your Activation Card with barcode, indicating your correct ballot style, to the gentlemen handing the mom and daughter an "I Voted" sticker after depositing their vote record into the DS200, Election Day in Wilson County is a stress-free affair.

"Nothing in the constitution says this has to be complicated" added Warren. "This system proves that because it's simple and it works."

Leading the charge

When asked one of the biggest take-aways from the implementation of their new system, Smith remarked "One thing I wish election offices were more open to is technology and change. We believe if you expect a lot out of your poll workers they can do it. Sometimes we don't challenge them enough."

Upgraded technology means less time training poll workers and troubleshooting during an election. Many counties are tasked with doing innovative things with less money than they had 10 years ago, while also improving the experience for all who participate. Embracing technology, preparing for the future and planning for today can pay off in spades once implemented.

"We've been able to save weeks on the backend in closing out the election and auditing, while realizing thousands of dollars in cost savings from salaries."

Additionally, the technology benefits of the system extend for many past Election Day. "In the beginning, some poll workers didn't even know the computer basics or use it in their everyday life (no cell phones). Now a lot of them have their own tablet devices, all because they were introduced to more technology while serving as a poll worker" said Smith.

To learn more about our visionary voting suite which includes the ExpressVote and DS200 contact your ES&S representative or visit our website.

> *"We believe if you expect a lot out of your poll workers they can do it. Sometimes we don't challenge them enough."*
>
> - Tammy Smith, Assistant Administrator
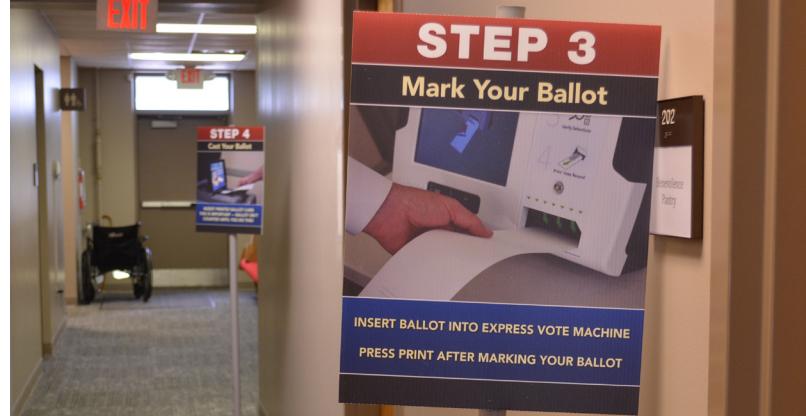
Roll-out Plan

Response to section 12.6

Provide a roll-out plan for deploying all equipment to all 159 counties through a phased roll-out in the first quarter of 2020. Reference Attachment XX Potential Equipment Distribution.

In addition to the project and implementation plan, below is a Q&A to supplement our response.

Will ES&S be able to deliver all equipment in the time frame required by the RFP?

Yes

How can you make that commitment?

Concurrent with the creation of the SAFE Commission in April of 2018, and assuming that the State would require a statewide implementation to be completed in the early part of 2020, we initiated component parts commitments with our supply chain partners to enable manufacturing to be completed to support this expected requirement.

In response to legislation stipulating Ballot Marking Devices for all voters, ES&S took further steps to ensure that we could support this requirement.

Where are finished goods inventory stored?

We have 140,000 square feet of warehouse space in Omaha, the equivalent of approximately 3 football fields.

ExpressVote units in our Omaha warehouse, ready for Georgia!

How many ExpressVote and DS200 units has ES&S built during the last six months?

- 46,668 ExpressVote units
- 12,732 DS200 units

What is ES&S' manufacturing capacity per month?

- ExpressVote capacity is 10,240 units per month
- DS200 capacity is 2,240 units per month

DS200 units in our Omaha warehouse, ready for Georgia!

When will ES&S produce units for GA?

As noted above, we have been planning for a potential Georgia procurement since 2018.

Phase 1: Due in GA by 08/01/19
These units have been built and are ready to ship from our Omaha warehouse.
- 1,559 ExpressVote units
- 158 DS200 units

Phase 2 – Part 1: Due in GA by 12/31/19
These units have been built and are ready to ship from our Omaha warehouse.
- 1,100 ExpressVote units
- 220 DS200 units

Phase 2 – Part 2: Due in GA by 03/31/20
Production of ExpressVote and DS200 units begins the week of 7/15/19. Delivery to Georgia counties will begin in January of 2020 and will be completed in March of 2020.
- 27,391 ExpressVote units
- 3,122 DS200 units

The pages that follow list outline ES&S' proposed county roll-out schedule for Phase 2 – Part 2 equipment delivery.

PHASE 2 - PART 2: DELIVERY PLAN

County Name	ID #	Region	BMD	PPS	Epoll	Expected Delivery Date
Fulton	060	3	2858	272	633	02/12/2020 - 02/13/2020
Douglas	048	3	387	41	67	2/12/2020
Cobb	033	3	2019	195	682	02/12/2020 - 02/13/2020
Cherokee	028	3	693	67	111	2/12/2020
Gwinnett	067	3	2057	205	513	02/13/2020 - 02/14/2020
Rockdale	122	3	242	22	61	2/13/2020
DeKalb	044	3	2819	215	446	02/17/2020 - 02/18/2020
Clayton	031	3	717	74	141	2/18/2020
Fayette	056	3	344	39	69	2/19/2020
Henry	075	3	643	63	96	2/19/2020
Spalding	126	4	168	21	35	2/19/2020
Butts	018	4	59	4	26	2/19/2020
Carroll	022	4	166	21	32	2/20/2020
Coweta	038	4	379	37	79	2/20/2020
Heard	074	4	36	8	16	2/20/2020
Troup	141	4	156	16	35	2/20/2020
Meriwether	099	4	62	15	25	2/20/2020
Upson	145	4	72	8	20	2/20/2020
Lamar	085	4	78	8	12	2/20/2020
Pike	114	4	50	10	16	2/20/2020
Chattooga	027	1	52	15	24	2/21/2020
Dade	041	1	49	9	14	2/21/2020
Walker	146	1	156	25	25	2/21/2020
Catoosa	023	1		0	0	Completed - Pilot
Whitfield	155	1	202	26	66	2/21/2020
Murray	105	1	86	10	16	2/21/2020
Fannin	055	1	70	13	21	2/24/2020
Gilmer	061	1	77	14	25	2/24/2020
Pickens	112	1	118	13	21	2/24/2020
Gordon	064	1	124	16	35	2/24/2020
Floyd	057	1	218	30	50	2/25/2020
Bartow	008	1	126	17	13	2/25/2020
Polk	115	1	86	13	18	2/25/2020
Paulding	110	1	432	22	59	2/25/2020
Haralson	071	1	71	14	22	2/25/2020
Forsyth	058	2	591	36	157	2/26/2020
Dawson	042	2	73	7	12	2/26/2020
Hall	069	2	474	41	140	2/26/2020
Lumpkin	093	2	82	4	26	2/26/2020

County Name	ID #	Region	BMD	PPS	Epoll	Expected Delivery Date
Banks	006	2	43	14	30	2/27/2020
Franklin	059	2	78	9	35	2/27/2020
Hart	073	2	59	10	13	2/27/2020
Stephens	127	2	60	4	10	2/27/2020
Habersham	068	2	101	16	50	2/27/2020
White	154	2	70	13	31	2/28/2020
Towns	139	2	37	6	7	2/28/2020
Rabun	119	2	79	4	10	2/28/2020
Union	144	2	71	12	42	2/28/2020
Newton	107	5	288	33	53	3/2/2020
Walton	147	5	255	28	67	3/2/2020
Morgan	104	5	67	9	30	3/2/2020
Jasper	079	5	34	6	11	3/2/2020
Barrow	007	5	196	19	53	3/3/2020
Jackson	078	5	176	14	29	3/3/2020
Clarke	029	5	288	32	121	3/3/2020
Oconee	108	5	109	15	25	3/3/2020
Madison	095	5	72	13	29	3/3/2020
Greene	066	5	57	7	11	3/4/2020
Oglethorpe	109	5	35	5	4	3/4/2020
Elbert	052	5	52	12	21	3/4/2020
Wilkes	157	7	33	9	26	3/4/2020
Taliaferro	131	7	5	4	2	3/4/2020
Lincoln	090	7	35	9	12	3/5/2020
Columbia	036	7	597	51	96	3/5/2020
Richmond	121	7	600	56	138	3/5/2020
McDuffie	097	7	88	7	8	3/5/2020
Warren	149	7	17	3	12	3/5/2020
Hancock	070	7	35	12	18	3/6/2020
Washington	150	7	49	11	40	3/6/2020
Glascock	062	7	7	6	6	3/6/2020
Jefferson	081	7	90	10	22	3/6/2020
Burke	017	7	56	17	29	3/6/2020
Jenkins	082	7	21	5	12	3/6/2020
Candler	021	9	22	4	2	3/6/2020
Emanuel	053	9	47	13	21	3/6/2020
Treutlen	140	9	0	0	0	Completed - Pilot
Johnson	083	9	27	6	12	3/6/2020
Laurens	087	9	119	18	39	3/6/2020
Bleckley	012	9	35	4	3	3/9/2020
Dodge	045	9	47	18	30	3/9/2020

County Name	ID #	Region	BMD	PPS	Epoll	Expected Delivery Date
Wilcox	156	9	19	8	10	3/9/2020
Telfair	134	9	54	8	10	3/9/2020
Wheeler	153	9	22	4	5	3/9/2020
Montgomery	103	9	19	9	12	3/9/2020
Jeff Davis	080	9	38	7	27	3/9/2020
Toombs	138	9	60	8	25	3/9/2020
Tattnall	132	9	79	13	21	3/9/2020
Evans	054	9		0	0	Completed - Pilot
Appling	001	9	44	11	27	3/10/2020
Wayne	151	9	66	9	25	3/10/2020
Bacon	003	11		0	0	Completed - Pilot
Pierce	113	11	44	5	18	3/10/2020
Brantley	013	11	40	5	15	3/10/2020
Ben Hill	009	11	69	5	7	3/10/2020
Coffee	034	11	88	9	16	3/10/2020
Irwin	077	11	20	5	24	3/10/2020
Tift	137	11	88	13	21	3/10/2020
Turner	142	11	31	5	4	3/10/2020
Atkinson	002	11	35	6	14	3/11/2020
Berrien	010	11	44	8	16	3/11/2020
Cook	037	11	53	10	17	3/11/2020
Brooks	014	11	55	9	28	3/11/2020
Lowndes	092	11	0	0	0	Completed - Pilot
Lanier	086	11	18	4	7	3/11/2020
Echols	050	11	9	3	1	3/11/2020
Clinch	032	11	35	7	13	3/11/2020
Ware	148	11	143	13	45	3/11/2020
Charlton	024	11		0	0	Completed - Pilot
Camden	020	12	159	20	33	3/11/2020
Glynn	063	12	225	24	49	3/11/2020
Screven	124	12	42	13	21	3/12/2020
Bulloch	016	12	162	23	47	3/12/2020
Effingham	051	12	158	20	39	3/12/2020
Bryan	015	12	137	14	18	3/12/2020
Chatham	025	12	800	103	436	3/12/2020
Liberty	089	12	126	16	27	3/12/2020
Long	091	12	32	9	12	3/12/2020
McIntosh	098	12	51	8	13	3/12/2020
Monroe	102	6	71	16	26	3/13/2020
Jones	084	6	86	12	18	3/13/2020
Putnam	117	6	69	9	28	3/13/2020

County Name	ID #	Region	BMD	PPS	Epoll	Expected Delivery Date
Baldwin	005	6	102	15	25	3/13/2020
Wilkinson	158	6	50	11	19	3/13/2020
Twiggs	143	6	21	7	12	3/13/2020
Bibb	011	6	414	41	107	3/13/2020
Crawford	039	6	35	8	10	3/13/2020
Peach	111	6	67	12	14	3/13/2020
Houston	076	6	385	34	79	3/13/2020
Pulaski	116	6	36	4	3	3/13/2020
Harris	072	8	90	13	25	3/16/2020
Muscogee	106	8	463	40	70	3/16/2020
Chattahoochee	026	8	17	3	1	3/16/2020
Marion	096	8	17	7	8	3/16/2020
Talbot	130	8	22	9	12	3/16/2020
Taylor	133	8	21	5	6	3/16/2020
Schley	123	8	8	3	0	3/16/2020
Sumter	129	8	62	12	20	3/16/2020
Crisp	040	8	46	8	11	3/16/2020
Dooly	046	8	50	7	14	3/16/2020
Macon	094	8	25	7	8	3/16/2020
Webster	152	8	5	3	3	3/17/2020
Stewart	128	8	30	6	6	3/17/2020
Quitman	118	8	5	4	2	3/17/2020
Randolph	120	8	21	11	16	3/17/2020
Clay	030	8	13	3	3	3/17/2020
Worth	159	10	66	16	37	3/18/2020
Dougherty	047	10	236	32	60	3/18/2020
Calhoun	019	10	15	7	8	3/18/2020
Terrell	135	10	28	8	10	3/18/2020
Lee	088	10	87	13	49	3/18/2020
Colquitt	035	10	91	21	36	3/19/2020
Mitchell	101	10	49	12	25	3/19/2020
Baker	004	10	11	7	8	3/19/2020
Miller	100	10	18	3	1	3/19/2020
Early	049	10	49	7	16	3/19/2020
Thomas	136	10	115	21	47	3/20/2020
Grady	065	10	56	14	24	3/20/2020
Decatur	043	10	0	0	0	Completed - Pilot
Seminole	125	10	25	7	8	3/20/2020